

INCIDENT ACTION PLAN COVER SHEET

| | | | |
|-----------------------|--|--|--|
| Incident Name: | Kenedy Incident | | |
| Incident Number: | NRC Report #: 1217044, Chemtel #: 2018-2308 | | |
| Operational Period #: | 3 | | |
| Operational Period: | Date From: 07/05/2018 Time From: 0700 hours | Date To: 07/11/2018 Time To: 0700 hours | |
| Date Prepared: | July 4, 2018 | | |
| Prepared by: | Brian Folsie, Forefront | | |

APPROVAL

| | | |
|-----------------------------------|-----------------|--------------------------------|
| FOSCR: | Federal Agency: | EPA Region 6 |
| | Name: | Randy Guidry |
| | Signature: | <i>Randy Guidry</i> |
| | Date: | |
| SOSCR: | State Agency: | July 6, 2018 TCEQ Region 13 |
| | Name: | Steven Morgan |
| | Signature: | |
| | Date: | |
| RP INCIDENT COMMANDER: | Company Name: | Newpark Drilling Fluids |
| | Name: | Kent Roehm |
| | Signature: | <i>Kent Roehm</i> |
| | Date: | 7-6-18 |

ICS 202**INCIDENT OBJECTIVES**

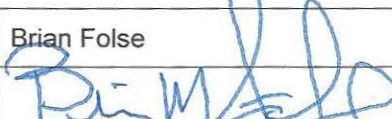
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| Kenedy Incident | Time from | 0700 hours | Time to | 0700 hours | 3 |

INCIDENT OBJECTIVES

- 1) Safety of response personnel and the public!
- 2) Recovery – liquid recovery and solid recovery
- 3) Containment – monitor and maintain earthen berms and underflow dams
- 4) Assessments – drone assessments as needed
- 5) Demolition and deconstruction of the facility
- 6) Segregation of materials for disposal

**OPERATIONAL PERIOD COMMAND EMPHASIS
(SAFETY MESSAGE, PRIORITIES, & KEY DECISIONS/DIRECTIONS)**

- 1) Safety of all personnel is first and foremost!
- 2) Everyone has stop work authority!
- 3) Utilize proper PPE for task
- 4) Stay hydrated and attentive to heat stress
- 5) Be attentive to heavy equipment operations
- 6) Be aware of severe weather approaching

| | | | |
|------------|---|------------|------------------------|
| Name: | Brian Folse | Position: | Planning Section Chief |
| Signature: |  | Date/Time: | 07/04/2018, 1900 hours |

COMMUNICATIONS PLAN

ICS 205 A

| Incident Name | Operational Period | | Operational Period # |
|-----------------|--|--|----------------------|
| Kenedy Incident | Date from 07/05/2018 Time from 0700 hours | Date to 07/11/2018 Time to 0700 hours | 3 |

| Name | Entity | Cell | E-mail |
|----------------|-----------------------------|---------|--|
| Todd Folse | Forefront | (b) (6) | tfolse@forefrontem.com |
| Brian Folse | Forefront | | bfolse@forefrontem.com |
| Wesley Brown | Forefront | | wbrown@forefrontem.com |
| Sunny Portier | Forefront | | sportier@forefrontem.com |
| David Meier | Forefront | | dmeier@forefrontem.com |
| Dallin Coffman | Forefront | | dcoffman@forefrontem.com |
| Don Miller | Newpark | | dmiller@newpark.com |
| Stephen Rabke | Newpark | | srabke@newpark.com |
| Timothy Armand | Newpark | | tarmand@newpark.com |
| Chris Mayo | Newpark | | cmayo1@newpark.com |
| Kent Roehm | Newpark | | kroehm@newpark.com |
| Kelley Otis | Newpark | | kottis@newpark.com |
| Darren Fogt | Newpark | | dfogt@newpark.com |
| Ryan Thompson | Newpark | | rthompson@newpark.com |
| J.W. Cross | Newpark | | jcross@newpark.com |
| Randy Guidry | US EPA Region 6 | | guidry.randy@epa.gov |
| Brad White | US EPA/Weston | | brad.white@westonsolutions.com |
| Tom Walzer | US EPA/ Weston | | t.a.walzer@westonsolutions.com |
| Cameron Lopez | TCEQ Region 13 | | cameron.lopez@tceq.texas.gov |
| Steven Morgan | TCEQ | | steven.morgan@tceq.texas.gov |
| Greg Huston | State Fire Marshal's Office | | gregory.huston@tdi.texas.gov |
| Tony Rodriguez | SWS Environmental Services | | tony.rodriquez@swsenvironmental.com |

COMMUNICATIONS PLAN

ICS 205 A

| Incident Name | Operational Period | | Operational Period # |
|-----------------|--|--|----------------------|
| Kenedy Incident | Date from 07/05/2018 Time from 0700 hours | Date to 07/11/2018 Time to 0700 hours | 3 |

| Name | Entity | Cell | E-mail |
|--------------------|---------------------------------------|---------|--|
| Sean O'Neill | Abernathy MacGregor | (b) (6) | spo@abmac.com |
| Martine Rivera | Custard Insurance | | mriviera@custard.com |
| Felix Casanova | Kenedy Police Department | | fcasanova@kenedypd.org |
| Alfredo Barrientez | Kenedy Police Department | | fbarrientez@kenedypd.org |
| Greg Grimes | ES&H | | ggrimes@esh-dallas.com |
| Jim Shaefer | Alamo Crane Service | | jim@alamocrane.com |
| Shelby Dupnik | Karnes County LEPC | | Shelby.dupnik@co.kenedy.tx.us |
| Charles Malik | Karnes City Volunteer Fire Department | | c.malik@sbcglobal.net |
| Danny Denson | Karnes City Volunteer Fire Department | | Danny@denisonlls.com |
| Austin Bryan | Kenedy Volunteer Fire Department | | kenedyvolfire@yahoo.com |
| Chris Baker | U.S. Ecology | | Chris.baker@usecology.com |
| | | | |
| | | | |

ICS 206**MEDICAL PLAN**

| Incident Name | Operational Period | | | | Operational Period # |
|-----------------|--------------------|------------|---------|------------|----------------------|
| Kenedy Incident | Date from | 07/05/2018 | Date to | 07/11/2018 | 3 |
| | Time from | 0700 hours | Time to | 0700 hours | |

Medical Aid Stations

| Name | Location | Contact # | Paramedics Onsite (Y/N) |
|------|----------|-----------|-------------------------|
| | | | |
| | | | |
| | | | |
| | | | |

Transportation

| Ambulance Service | Address | Contact # | Paramedics Onboard (Y/N) |
|-------------------|-----------------------------|--------------|--------------------------|
| Karnes County EMS | 707 W. Main Kenedy TX 78119 | 830-583-9237 | Y |
| | | | |
| | | | |
| | | | |

Hospitals

| Hospital Name | Address | Contact # | Travel Time | | Burn Unit | Heli-Pad |
|---------------------------|--|--------------|-------------|--------|-----------|----------|
| | | | Air | Ground | | |
| Otto Kaiser Hospital | 3349 U.S. 181, Kenedy, TX 78119 | 830-583-3401 | | X | | |
| Broke Army Medical Center | 3551 Roger Brooke Dr, Fort Sam Houston, TX 78234 | 210-916-4141 | X | X | X | X |
| | | | | | | |
| | | | | | | |

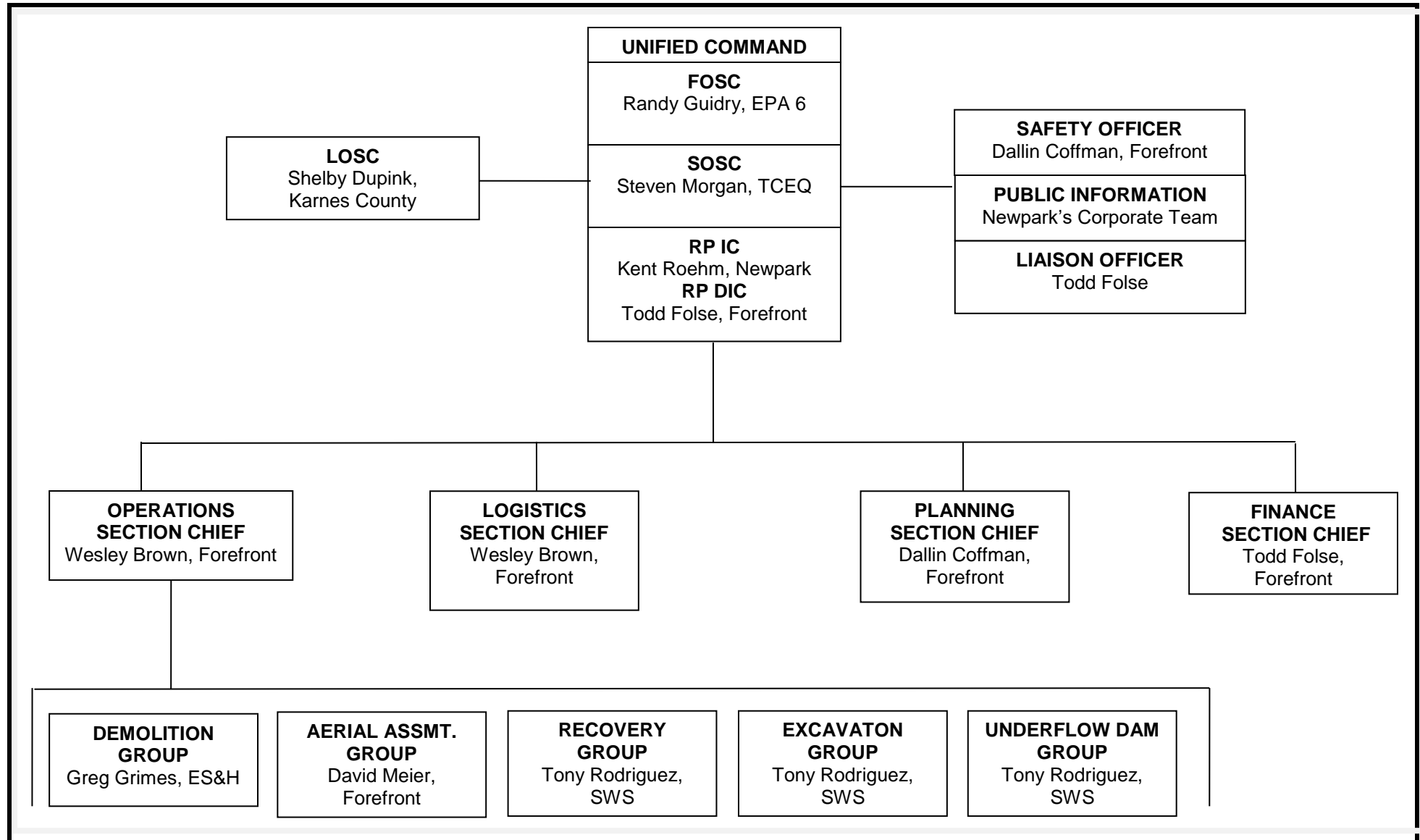
Special Medical Emergency Procedures

Contact the Safety Officer, Mr. Dallin Coffman of Forefront, with any near misses or injuries.

Cell: (b) (6)

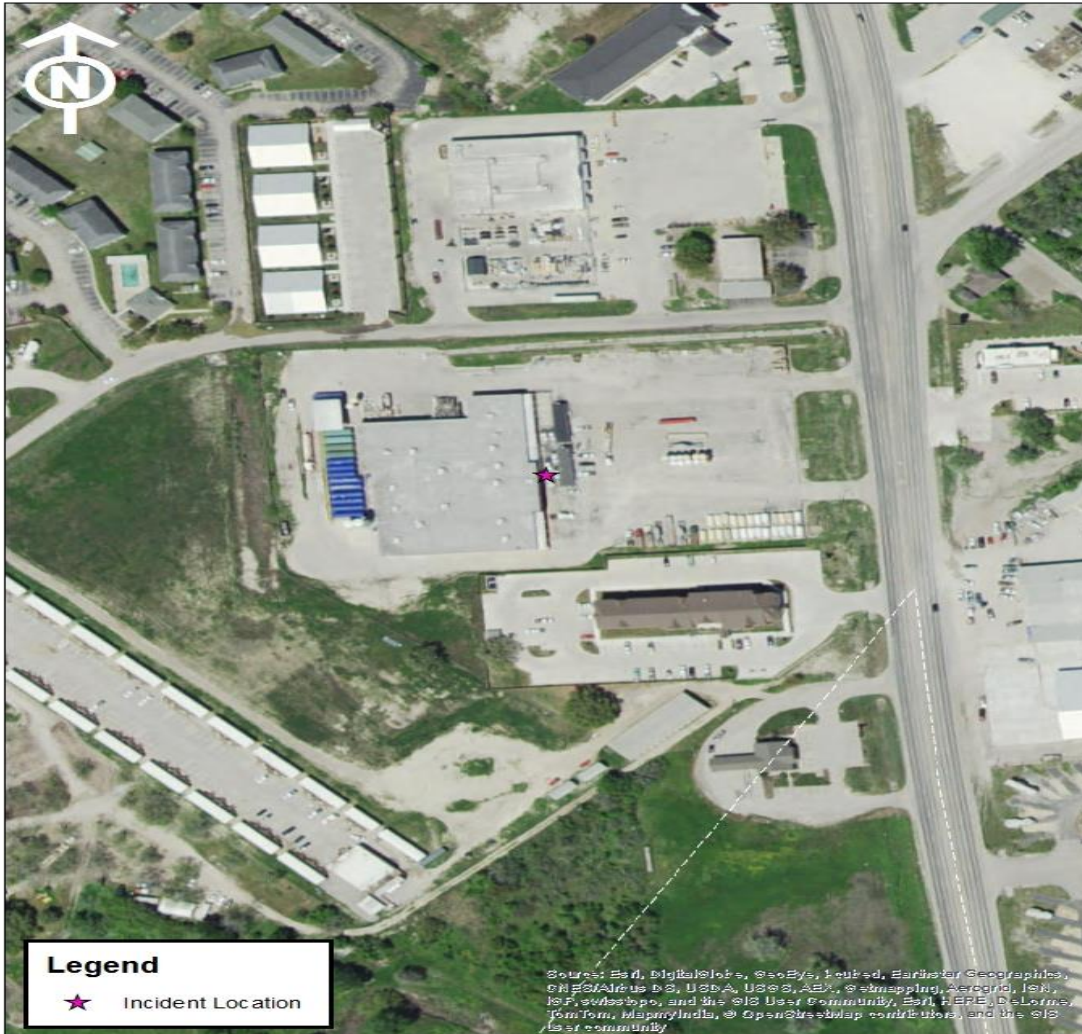
ICS 207**INCIDENT ORGANIZATION CHART**

| Incident Name | Operational Period | | Operational Period # |
|-----------------|--|--|----------------------|
| Kenedy Incident | Date from 07/05/2018 Time from 0700 hours | Date to 07/11/2018 Time to 0700 hours | 3 |



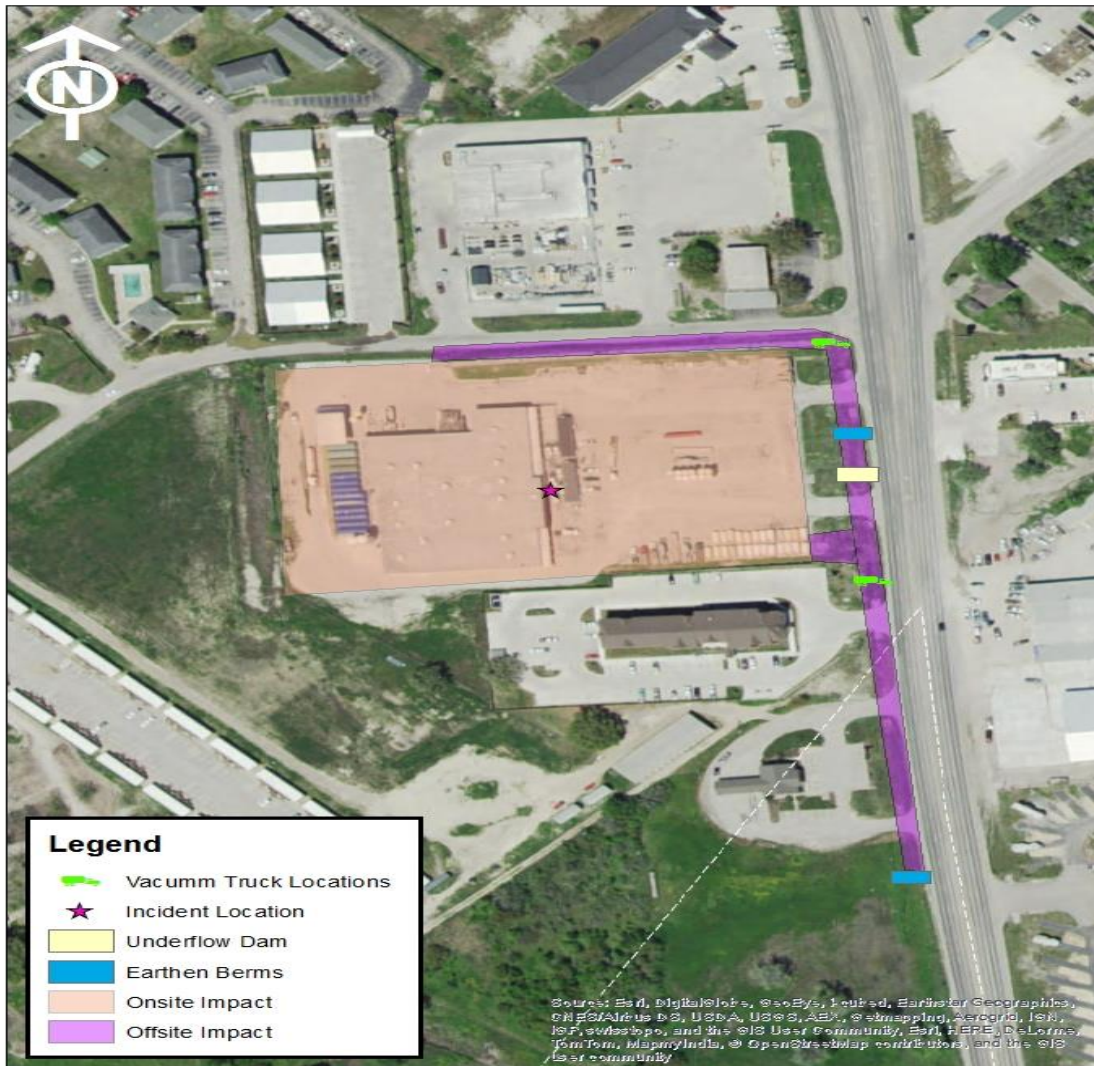
MAP #1

| Incident Name | Operational Period | | | | Operational Period # |
|-----------------|--------------------|------------|---------|------------|----------------------|
| Kenedy Incident | Date from | 07/05/2018 | Date to | 07/11/2018 | 3 |
| | Time from | 0700 hours | Time to | 0700 hours | |



MAP #2

| Incident Name | Operational Period | | | | Operational Period # |
|-----------------|--------------------|------------|---------|------------|----------------------|
| | Date from | 07/05/2018 | Date to | 07/11/2018 | |
| Kenedy Incident | Time from | 0700 hours | Time to | 0700 hours | 3 |



INCIDENT BRIEFING

Personnel Summary

| Incident Name | Operational Period | Operational Period # |
|-----------------|--|----------------------|
| Kenedy Incident | Date from 07/05/2018 Date to 07/11/2018 Time from 0700 hours Time to 0700 hours | 3 |

| ICS 201 – 3 B | | | | | |
|---------------------|---------------------|-----|-----|----------|-------------------------------|
| PERSONNEL SUMMARY | | | | | |
| COMPANY | ROLE | QTY | ETA | ON-SCENE | ASSIGNMENT |
| Newpark | IMT | 1 | | Yes | Incident Management |
| Forefront | IMT | 3 | | Yes | Incident Management |
| SWS | Supervisor | 1 | | Yes | Remedial Operations (Daytime) |
| SWS | Operator | 1 | | Yes | Vac Truck Operation |
| SWS | Equipment Operators | 2 | | Yes | Remedial Operations (Daytime) |
| SWS | Technicians | 3 | | Yes | Remedial Operations (Daytime) |
| ES&H | Project Manager | 1 | | Yes | Demolition Operations |
| ES&H | Operators | 4 | | Yes | Demolition Operations |
| Karnes County | IMT | 1 | | Yes | LOSC |
| EPA 6 | IMT | 1 | | No | FOSC |
| TCEQ Region 13 | IMT | 1 | | No | SOSC |
| Abernathy MacGregor | IMT | 1 | | No | Public Information |
| Custard Insurance | IMT | 1 | | No | Claims |
| | | | | | |

INCIDENT BRIEFING

Resources Summary

| Incident Name | Operational Period | | Operational Period # |
|-----------------|--|--|----------------------|
| Kenedy Incident | Date from 07/05/2018 Time from 0700 hours | Date to 07/11/2018 Time to 0700 hours | 3 |

ICS 201 – 3 A

RESOURCES SUMMARY

| RESOURCE | COMPANY | QTY | ETA | ON-SCENE | ASSIGNMENT |
|------------------------------|-----------|-----|-----|----------|--------------------------------------|
| Vac Truck | SWS | 1 | | Yes | Liquid Recovery |
| Vehicles | SWS | 5 | | Yes | Transportation |
| Response Trailer | SWS | 1 | | Yes | Miscellaneous Equipment |
| Utility Trailer | SWS | 1 | | Yes | Haul Equipment |
| 3500 Pressure Washer | SWS | 1 | | Yes | Decon |
| Skid Steer | SWS | 1 | | Yes | Underflow Dams |
| Broom Bucket Skid Steer | SWS | 1 | | Yes | Clean road and entrances |
| Frac Tanks | SWS | 6 | | Yes | Temporary Storage of Removed Liquids |
| Frac Tanks | SWS | 2 | | Yes | Freshwater for Fire Department |
| Frac Tanks - Berms | SWS | 6 | | Yes | Underneath tanks |
| 25 yd ³ Roll Off | SWS | 8 | | Yes | Temporary Storage for Removed Soil |
| 320 Excavator with 19' Reach | SWS | 1 | | Yes | Soil Excavation |
| Extended Reach | SWS | 1 | | Yes | Soil Excavation |
| 8" Absorbent Boom | SWS | 5 | | Yes | Underflow Dams |
| Response Vehicle | ES&H | 1 | | Yes | Transportation |
| Excavator | ES&H | 3 | | Yes | Demolition |
| Mobile Command Unit | ES&H | 1 | | Yes | Miscellaneous Equipment |
| Man Lift | ES&H | 1 | | Yes | Demolition |
| Vehicles | Forefront | 2 | | Yes | Transportation |
| Drone | Forefront | 1 | | Standby | Aerial Assessments |
| | | | | | |

INCIDENT BRIEFING

Resources Summary

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| Kenedy Incident | Date from | 07/05/2018 | Date to | 07/11/2018 | 3 |
| | Time from | 0700 hours | Time to | 0700 hours | |

SUMMARY OF CURRENT ACTIONS

| Incident Name | Operational Period | | | | Operational Period # |
|-----------------|--------------------|------------|---------|------------|----------------------|
| Kenedy Incident | Date from | 07/05/2018 | Date to | 07/11/2018 | 3 |
| | Time from | 0700 hours | Time to | 0700 hours | |

Wednesday, July 4, 2018

- 1000 Hours: Update meeting/briefing with Unified Command, Command Staff, and General Staff.
 - Safety: No injuries reported to date. Safety will reiterate to workers that high visibility vests are required to be worn at the site. High visibility vests will be provided to workers who currently do not have them. Several AreaRAE's are positioned at the Country Village Apartment Complex.
 - Fire Marshal gave update on fire:
 - He stated that no one is allowed inside the building except for fire fighters and heavy equipment operators. The back-left corner of the building has been knocked down. Tents have been set up by the Microtel Inn. Pads are in the process of being placed down and should be completed today. The excavators are working on tearing down the back portion of the building wall.
 - Recovery Rates: 72 yd³ of soil have been recovered to date. 170 bbls of liquids have been recovered to date.
 - Fire Department has used approximately 228,000 gallons of water (city water use: 200,000 gallons and 28,000 gallons from SWS).
 - Temporary fence has been added around the site.
 - Newpark Mats will be removing the remaining mats from the site tomorrow.
 - Kenedy Police Department has list of individuals who can access the Country Village Apartment Complex with police escort.
 - Finance: Will work to get daily cost estimate from Sunbelt, City of Kenedy, TX, SWS, and ES&H. Working with local fire departments on a list of damaged equipment.
 - Public Information: Claims adjusters are located at City Hall. Approximately 38 people filed claims yesterday. Working on an incident update to release to the public and media.
 - Necessity of crane was discussed. Unified Command agreed that the crane was no longer needed on site.
- 1100 Hours: Unified Command and President of Newpark, Phillip Volland, met privately with James Sutton, Mayor of Kenedy, TX, and Barbara Shaw, City Manager, to brief them on the incident.
- 1120 Hours: The Fire Marshal and Incident Management Team briefed James Sutton and Barbara Shaw on entire operation thus far. They were also briefed on the Incident Action Plan.

SUMMARY OF CURRENT ACTIONS

| Incident Name | Operational Period | | | | Operational Period # |
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| Kenedy Incident | Date from | 07/05/2018 | Date to | 07/11/2018 | 3 |
| | Time from | 0700 hours | Time to | 0700 hours | |

- (2) 500-barrel frac tanks were filled with runoff water due to heavy rains during the evening/night of July 4, 2018.
- 18 cubic yards of soil were removed on July 4, 2018.
- 1700 Hours: Update meeting/briefing with Unified Command, Command Staff, and General Staff.
 - Safety: Everyone working on location has received high visibility vests. The Site Safety Plan has been updated. Newpark will look into limiting hard hat usage in the Hot Zone. There was an incident at the job site involving an EMS worker using Facebook Live at the site. Workers were reminded that cell phones are not allowed on site and that only supervisors can have cell phones. Another incident occurred with the manager of the RV park following the EPA into the site. The RV manager was escorted off the site. It was decided that anyone on the site not wearing PPE or a high visibility vests should be stopped and questioned.
 - Operations:
 - The Fire Department has completed work at the site and the fire has been extinguished. Any equipment covered in emulsifiers will be buried in the debris and removed from the site. Notifications will be made to the City Manager that the fire fighting aspect is over. The City Manager will make the decision on allowing evacuated residents back to their apartments.
 - A sprinkler system is in route to the site. The sprinkler system will be used to minimize the dust as the site is cleaned up.
 - Additional fencing will be added to the left of the site near the Microtel Inn.
 - While moving mats, some product was found and removed from the site. Product in the ditch was also removed.
 - Air monitoring will continue at the site through the July 5, 2018. EPA will conduct one more sweep of the area prior to the leaving the site on July 4, 2018.

SUMMARY OF CURRENT ACTIONS

| Incident Name | Operational Period | | | | Operational Period # |
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Thursday, July 5, 2018

- 0700 Hours: Safety/Operations meeting was conducted. Crews continued liquid removal from overnight rain event, reinforcement of underflow dams, and continued material separation from the building.
- 1000 Hours: Update meeting/briefing with Unified Command, Command Staff, and General Staff.
 - Safety: No injuries reported to date. Safety will reiterate to workers that high visibility vests are required to be worn at the site. High visibility vests will be provided to workers who currently do not have them. Several AreaRAE's are positioned at the Country Village Apartment Complex. EPA sweep on July 4, 2018 had no air readings.
 - Recovery Rates: 90 yd³ of soil have been recovered to date. 1,180 bbls of liquids have been recovered to date.
 - Continued demobilization of remediation assets will continue today as risk of rain is minimizing.
 - Fire damage professionals from Cotton will arrive and assess, with Newpark personnel, all the Country Village Apartments as well as the trailers in the RV park.
 - Newpark Mats will be removing the remaining mats from the site today.
 - Kenedy Police Department has list of individuals who can access the Country Village Apartment Complex with police escort.
 - Finance: Will work to get daily cost estimate from Sunbelt, City of Kenedy, TX, SWS, and ES&H. Working with local fire departments on a list of damaged equipment.
 - Public Information: Claims adjusters are located at City Hall.
 - Operational Period has been extended to 6 days; 7/5/18 at 0700 hours to 7/11/18 at 0700 hours and night operations have been suspended. Crews will work 0700 hours to 1900 hours.
- 1230 Hours: Began removal of liquids from within secondary containment of the mud plant. Approximately 780 bbls were removed.
- 1250 Hours: Newpark and Cotton personnel met at the Country Village Apartment Complex along with representatives from the State Police, TCEQ and the City.
- 1445 Hours: OSHA representative, Toni Wagner, arrives and meets with Newpark representatives. She needs to speak with employees that were onsite at the time as well as get an inventory list.
- 1900 Hours: Operations were stopped for the day. There were plans for an Industrial Hygienist to assess the apartments overnight.